



NASA Procedural Requirements

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Subject: The NASA Organization w/Change 25 (07/06/2006)**Responsible Office: Office of Human Capital Management**

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Chapter 3: Responsibilities of Officials-In-Charge of Headquarters Offices and Center Directors

3.1 Responsibilities of Officials-In-Charge of Headquarters Offices and Center Directors.

OIC's of Headquarters Offices and Center Directors provide executive leadership and direction for all activities of their offices, including the following:

3.1.1 Protect the safety and health of the public, the NASA family, and those assets that the Nation entrusts to NASA; commit to achieving the highest standards in engineering, science, management, and leadership; and perform all functions with the utmost integrity.

3.1.2 Develop Mission Implementation Plan, Functional Implementation Plan, or Center Implementation Plan, as applicable, which defines program goals and objectives, priorities, and financial and technical plans, and participate with other senior NASA officials to provide advice and counsel to the Administrator in the development and administration of the overall NASA program.

3.1.3 Plan and direct the activities and operations of the Mission Directorate, Office, or Center, allocating and reprogramming resources as required to meet approved objectives in accordance with assigned roles and responsibilities and developing flexible and balanced organizational structures, consistent with objectives, personnel capabilities, available resources, and changing priorities.

3.1.4 Promote the general welfare and quality of the working life for all employees, assuring that the working environment promotes and fully supports all policies and regulations applicable to health, safety, security, protection of property, ethics, and financial controls activities.

3.1.5 Establish and maintain relationships with external customers and stakeholders, including academia, the scientific community, industry, and other Government and private-sector entities.

3.1.6 Implement continual improvement of products and services to encourage continual improvement by NASA to meet the needs of identified customers whose input and feedback are incorporated in all aspects of the organization's efforts.

3.1.7 Ensure that significant management weaknesses are identified and reported to the appropriate management level and corrective action is taken.

3.2 Additional Responsibilities of Mission Associate Administrators.

In addition to those responsibilities identified in paragraph 3.1, Headquarters Mission AA's are responsible for mission and program success and have the following special roles related to their direct responsibilities for the Mission Directorate:

3.2.1 Account for delivering program results to the NASA Administrator through the Deputy Administrator. As such, Mission AA's serve as the stewards, advocates, and chief executives of their respective Mission Directorate, setting

priorities and strategies for achieving mission area objectives. In addition, the Mission AA's provide program definition, integrate budget development, allocate resources, provide performance assessment, and are responsible for the safety and human health of their Mission Directorates' activities and for the implementation of NASA policies.

3.2.1.1 Assure that safety and mission success criteria are developed and documented for each program/project.

3.2.2 Fully integrate safety, reliability, and quality within and across the functions and products of the programs, offices, and Centers.

3.2.3 Principally responsible for developing long-term implementation plans and ensuring that the necessary capabilities are in place to meet both the near-term program objectives and the longer-term goals.

3.2.4 Determine what the Mission Directorate does and why, with a specific focus on the requirements of external customers. In this context, the Mission AA's are responsible for the following:

- a. Developing Mission Directorate plans, policy, and standards that fulfill the Agency's goals and objectives;
- b. Formulating program requirement and objectives;
- c. Providing advocacy for the Mission Directorate;
- d. Providing external customer interfaces;
- e. Allocating resources for the full cost of each program, including personnel and facilities, within the context of Agency strategic determinations;
- f. Assessing program performance;
- g. Selecting projects;
- h. Serving as the NASA "internal customer";
- i. Overseeing Mission Directorate education and public outreach; and
- j. Coordinating all international partnership arrangements with the Office of the Chief of Strategic Communications.

3.2.5 Responsible for managing program initiation, formulation and integration, science management, and program oversight and performance assessment.

3.3 Additional Responsibilities of Headquarters Center Executive (HCE) Associate Administrators.

In addition to the duties of a Mission AA, designated Headquarters Center Executive AA's have the following special roles:

3.3.1 Ensure that the Center has the capability to meet its programmatic and functional commitments, as well as long-term mission responsibilities, in a safe and effective manner.

3.3.2 Ensure implementation, conformance, and the assurance of safe and efficient functional operations. HCE must have a broader perspective than their individual Mission Directorates. In this management capacity, the HCE works with the Centers, other Mission AA's, and Mission Support Offices to accomplish the following:

- a. Provide safe and healthful workplace and environmentally sound work processes;
- b. Plan long-term institutional strategies;
- c. Determine institutional and infrastructure investment requirements;
- d. Pursue integration and synergies, crosscutting strategies, and investments across multiple Centers;
- e. Approve institutional budgets proposed by the Center;
- f. Develop a long-term institutional investment strategy;
- g. Determine major adjustments to and tradeoffs among the programs and institutions within overall budget availability; and
- h. Assess the performance of the Center in meeting its mission and responsibilities.

3.3.3 Promote the general welfare and quality of the working life for all employees, assuring that the working environment promotes and fully supports all policies and regulation applicable to health, safety, security, protection of property, ethics, and financial controls activities.

3.3.4 Lead evaluation of Center Director performance for their respective Center with input from Mission Associate

Administrators, Mission Support Offices and/or Functional Support Offices.

3.3.5 In conjunction with the Agency Technical Authority, oversee and coordinate Independent Technical Authority (ITA) activities supporting Center managed and hosted projects.

3.4 Additional Responsibilities of Mission Support Offices.

Mission Support Office activities fall into any or all of three major categories: functional leadership, staff to the Administrator/Deputy Administrator, and central services. These categories are described in detail in NPR 1000.2, NASA Strategic Management Handbook. In addition to the responsibilities identified in paragraph 3.1, Mission Support Offices have the following Agencywide oversight responsibilities:

3.4.1 Establish plans and achieve consistency of approach to improve functional performance across the Agency, disseminate internal Agency policies, and in collaboration with the Mission AA's and Center Directors, maintain sufficient insight into Mission Directorate and HCE activities to ensure that they are conducted in accordance with all statutory, regulatory, and fiduciary responsibilities. Advise the Administrator and Senior Managers of potential efficiencies, required compliance, and other benefits to be gained by implementing proposed functional initiatives.

3.4.2 Focus on improving processes, stimulating efficiency in the performance of activities related to the programs, and providing consistency, when consistency serves Agency management objectives, across the Mission Directorates.

3.4.3 Oversee the performance of their particular functions across all of the Centers, as well as provide liaison to external organizations performing similar functions and stakeholders who establish Governmentwide policy and requirements.

3.4.4 Shall provide concurrent review on key issues in their respective Center functional support offices to include hiring, firing, evaluation of senior most functional officer, and determining appropriate staffing complement for Center functional offices.

3.5 Specific Responsibilities Unique to Center Directors.

In addition to the functions identified in paragraph 3.1, all Center Directors have the following additional specific responsibilities:

3.5.1 Manage the day-to-day operations of the Center in support of program roles and missions, including providing all institutional and functional support activities to properly manage the Center and exercise of ITA as assigned by the HCE and the Agency Technical Authority.

3.5.2 Serve in the line of authority and responsibility for programmatic activities as assigned by the Mission Associate Administrator.

3.5.3 Protect the safety and health of the public, the NASA family, and those assets that the Nation entrusts to NASA; commit to achieving the highest standards in engineering, science, management, and leadership; and perform all functions with the utmost integrity. These values are upheld by fully integrating safety, reliability, quality, and statutory and regulatory compliance within and across all of the Center's plans, facilities, operations, functions, and products.

3.5.4 Participate with Headquarters in the continual development of NASA policies and the review of NASA programs.

3.5.5 Represent NASA and the Center in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

3.5.6 Identify specific opportunities for NASA to meet the needs of user organizations through the technology utilization program, including the search for, reporting, and application of new technology, innovations, processes, materials, and devices.

3.5.7 Shall provide concurrent review on key issues in their respective Center functional offices to include hiring, firing, evaluation of senior-most officer of the functional area, and determining appropriate staffing complement for Center functional offices.

3.6 Role of the Inspector General

The Office of the Inspector General follows Agency policies, except when they conflict with the independence and objectivity of the Office of the Inspector General, pursuant to the Inspector General Act (Public Law 95-452), as amended (5 U.S.C. Appendix).

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